

HEALTH CARE AUTHORITY BSC REPORT CARD

January 31, 2003

MISSION: Provide access to quality affordable health care.
VISION: Deliver the best value in health care.

Scorecard						Objectives	Performance Measures	Quarter 1 Ending (09/30/02)	Quarter 2 Ending (12/31/02)	Quarter 3 Ending (03/31/03)	Quarter 4 Ending (06/30/03)
Strategies	Customer Service	Learning & Growth	Internal Processes	Financial Impact	Value & Benefit						
I: PROVIDE THE BEST VALUE IN HEALTH CARE THROUGH AGENCY PROGRAMS, INITIATIVES AND PURCHASING											
I.A. Make program and purchasing decisions based on the value of health care as measured by quality and access relative to costs.	X			X	X	I.A.1. Meet or exceed nationally recognized benchmarks for quality and access such as HEDIS, CAHPS, or NCQA standards.	I.A.1.a. Percentage of contracted health plans for Public Employees Benefits Board (PEBB) and Basic Health (BH) that meet or exceed nationally recognized benchmarks. (Outcome)	2003 baseline: NCQA : 31% of plans are accredited HEDIS: 13% avrg. across 4 measures CAHPS: 44% across 4 measures	Identified areas in which plans have benchmark deficits.	Begin monitoring plan activities to correct deficits.	_____
							I.A.1.b. Percentage variance from quality benchmarks for Uniform Medical Plan (UMP) (Outcome)	CAHPS variance from avg. PPO rating actual: 10%	_____	_____	Actual:
						I.A.2. Meet or exceed targets based on recognized benchmarks for cost.	I.A.2.a. Percentage variance from comparable states and large employers for PEBB coverage costs. (Outcome)	_____	Target: Complete review and estab. Baseline Actual: In progress	_____	_____
							I.A.2.b. Number of customers served by the PEBB (Output)	Target:156,057 Actual: 155,482	Target: 155,482 Actual: 157,532	Target: 155,482	Target: 155,482
							I.A.2.c. Number of customers served by the BH (Output)	Target: 137,063 Actual: 120,811	Target: 150,575 Actual: 135,391	Target: 157,242 Actual:	Target: 167,242 Actual:
							I.A.2.d. Per capita cost of coverage for the PEBB (Efficiency)	Target: \$400.16 Actual: \$ 399.98	Target: \$400.16 Actual: \$398.92	Target: \$474.39 Actual:	Target: \$474.9 Actual:
							I.A.2.e. Per capita cost of coverage for the BH (Efficiency)	Target: \$158.67 Actual: \$158.16	Target: \$141.91 Actual: \$148.56	Target: \$157.12 Actual:	Target \$156.94 Actual:
							I.A.2.f. Difference between UMP trend and Milliman Health Cost Index.	Target: 3% Actual: 4 % (estimate)	Target: 3% Actual: Update not available until mid-February	Target: 3% Actual:	Target: 3% Actual:
							I.A.2.g. Variance from national health cost indices for PEBB and BH-like coverage. (Outcome)	_____	Requested data from plans for PEBB/BH/HO	Compare plan date to OIC Program Report	Incorporate plan comparisons into procurement process

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I: PROVIDE THE BEST VALUE IN HEALTH CARE THROUGH AGENCY PROGRAMS, INITIATIVES AND PURCHASING											
I.B. Maximize the impact and efficiency of Community Health Services (CHS) grants to targeted populations.	X			X	X	I.B.1. Increase total number of sliding fee users by 5% for the biennium.	I.B.1.a. Number of sliding fee customers served through clinics with CHS grant funds. (Output)	_____	_____	_____	Target: 151, 580
							I.B.1.b. Per capita CHS Cost for medical and dental services (Efficiency)	_____	_____	_____	Med. Target: \$27.30 Dent. Target: \$64.70
							I.B.1.c. Develop and Implement CHS non-citizen dental.	_____	Implemented 10/01/02	Implemented 10/01/02	Implemented 10/01/02

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II. PROVIDE LEADERSHIP AND COORDINATION IN STATE HEALTH CARE POLICY AND PURCHASING											
II.A. Initiate interagency collaboration for purchase and delivery of health care based on best national or regional practices.	X		X	X	X	II.A.1. Reduce administrative and prescription drug benefit costs and/or trends by 1% through consolidation of MAA/HCA/L&I purchasing and management of prescription drug coverage.	II.A.1.a. Unified pharmacy benefit management for MAA/HCA. (Outcome)	Interagency agreement signed by L&I, HCA MAA. Mercer Consulting conducting needs assessment	Project management consultant hired 10/1/02	Target Release joint RFP for PBM services	Target: Select PBM vendor
							II.A.1.b. Number of evidence-based drug classes reviewed. (Output)	Negotiations underway with state of Oregon. Interagency agreement under review. Completed four drug classes	Target: Sign interagency agreement with Oregon for additional drug classes. Actual: Interstate agreement in final review expected to be finalized in February 2003.	Target: Four additional drug classes reviewed	_____
							II.A.1.c. Reduction or stabilization of prescription drug trend and corresponding cost savings/avoidance. (Outcome)	Current trend: 25.1 percent-	No update available until mid-February 2003	_____	_____
							II.A.1.d. Drug acquisition discounts and dispensing fees. (Output)	UMP retail dispensing fees: \$2.50 generic, \$2.00 brand Mail order dispensing fee: \$0 Actual discount: (mail & retail combined): Generic AWP-54% Brand AWP-18% -	UMP retail dispensing fees: \$2.50 generic, \$2.00 brand Mail order dispensing fee: \$0 Actual discount: (mail & retail combined): Generic AWP-54% Brand AWP-19% -	_____	_____
							II.A.1.e. Amount of rebates. (Output)	UMP Earned rebates: \$640,000 (estimate)	UMP Earned rebates: \$650,000 (estimate)	_____	_____
							II.A.1.f. Per capita prescription drug costs. (Efficiency)	UMP \$61 PMPM (revised estimate – all risk groups combined) -	UMP \$64 PMPM (estimate – all risk groups combined)	_____	_____

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II. PROVIDE LEADERSHIP AND COORDINATION IN STATE HEALTH CARE POLICY AND PURCHASING											
	X		X	X	X	II.A.2. Reduce administrative and benefit costs and/or trends by 1% through consolidating evidence based technology assessment and prevention policies among health care agencies.	II.A.2.a. Reduction or stabilization of cost trends for new treatments and technology with corresponding cost savings/avoidance. (Outcome)	_____	_____	Target: Estab. baseline Actual:	Target: Analysis complete.
							II.A.2.b. Number of technology assessments completed. (Output)	_____	_____	Target: Estab. baseline Actual:	_____
							II.A.2.c. Health status improvement resulting from uniform preventative health coverage. (Outcome)	_____	_____	Target: Estab. baseline Actual:	_____
							II.A.2.d. Uniform preventative coverage criteria adopted for MAA, PEBB, BH and L&I. (Output).	_____	_____	Target: Estab. baseline Actual:	_____
							II.A.2.e. Per capita cost of health coverage. (Efficiency)	_____	Standardized data requests for HCA/MAA proposed to state health plans. Baseline to follow 4 th quarter.	_____	_____
						II.A.3. Implement 3 or more clinical management programs that improve quality and reduce health care trend (i.e. disease and collaborative management programs) by calendar year 2005.	II.A.3.a. Number of initiatives adopted. (Output)	_____	1. COAP 2. Diabetes Collaborative 3. General Surgery Program (proposed)	1. Asthma Collaborative	_____
							II.A.3.b. Reduce clinical variance and improve targeted health outcomes for cardiac surgery by 5 – 10% annually. (Outcome)	_____	_____	Evaluate Interim Cardiac Report (COAP)	Determine applicability of standards from final Cardiac Report (est. 5-10 morbidity reductions)
						II.A.4. Reduce administrative and/or benefit costs/trends by 1% through implementation of an evidence-based benefit design for BH and PEBB by 2005.	II.A.4.a. Implement evidence-based benefit design for BH by 2005. (Outcome)	_____	Determine applicability of Oregon Health Plan design	_____	Develop 1-2 evidence based benefit options for 2005 COC (PEBB and BH)

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III. MAKE IT EASY TO DO BUSINESS WITH THE HEALTH CARE AUTHORITY											
III.A. Provide responsive, accurate and accessible services and information.	X		X	X	X	III.A.1. Increase member initiated electronic transactions by 10%.	III.A.1.a. Establishment of electronic payment capabilities. (Output)	_____	_____	_____	Target: Capabilities developed. Actual:
							III.A.1.b. Percentage of active employee customers using electronic based process for PEBB open enrollment. (Output)	Target: Implement initiative Actual: Implemented	2002 baseline 5,000 10,600 open enrollment electronic transactions processed through 12/20/02. This represents 53% of the open enorlment transactions.	_____	_____
						III.A.2. Meet or exceed industry standards for customer service.	III.A.2.a. Percentage of customer contacts responded to within standards for response time. (Outcome)	Target: 78% Actual: 53.6%	Target: 78% Actual: 40.7%	Target: 78% Actual:	Target: 78% Actual:
							III.A.2.b. Increase in customer experience survey scores over 2001 survey. (Outcome)	Rate: overall care: no change. Rate your plan improved 13% Customer services improved 18% Getting care Quickly: improved 5% Getting needed care: decreased 11% Advise on smoking improved 5%	_____	Solicit vendor for 2003 survey	Apply response analysis to procurement
						III.A.3. Reduce in unit costs per transaction by 10% or greater.	III.A.3.a. Unit cost per transaction. (Efficiency)	_____	Target: \$18,000 in savings Actual savings: \$55,000-PEBB; \$4,125-BH (reduction of 9% per unit for premium billing & 18% per unit for delinquent billing)	_____	_____
III.A.4 Ease transition of non-documented immigrants from MAA to BH.	III.A.4.a Enrollment of non-immigrant population.	_____	Total Enrollment Oct: 1455/11437 Nov: 1455/13199 December: Total enrollment: 12705	_____	_____						

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III. MAKE IT EASY TO DO BUSINESS WITH THE HEALTH CARE AUTHORITY											
III.B. Use standard technology products to improve core business systems and organizational efficiency.	X	X	X	X	X	III.B.1 Implement a unified insurance system that achieves aggregate systems savings of \$1.5 million.	III.B.1.a Percentage cost and resource reduction. (Outcome)	Analysis Complete	Design complete. Requirements complete. Design to be complete as of 1/31/03. No impact on project implementation (6/30/03)	Acceptance testing	System implementation
							III.B.1.b Identify cost per member/per year.		Current annual computer operations cost per member is \$4.60. Projected cost per member, after 6/30/03 project implementation, is \$1.60. Actual cost is tracking very well against estimates as implementation is progressing.		
						III.B.1 Increase employees' and business partners' satisfaction with HCA systems.	III.B.2.a. Percentage of users satisfied with new insurance system as measured by surveys. (Outcome)			Target: Survey plan complete. Actual:	Target: Survey plan implemented. Actual:
							III.B.2.b. Overall satisfaction rating on UMP provider survey. (Outcome)	Target: Initiate survey Actual: Survey mailed to 4000 87% > satisfied with UMP compared to other health plans	Initiate development of action plan. Completed summary of survey and action plan to be posted on website and distributed to all UMP network providers.	Target: Finalize Action Plan	Target: Implement action plan Actual:

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IV. PROMOTE CONSUMER PARTICIPATION IN RESPONSIBLE HEALTH CARE DECISION MAKING											
IV.A. Provide consumer information and incentives to choose effective care.	X			X	X	IV.A.1. Increase member education and demand management initiatives.	IV.A.1.a. Number of consumer education/demand initiatives adopted. (Output)	_____	_____	Target: Estab. baseline Actual:	Target: Initiatives developed.
						IV.A.2. Improve effectiveness (use) of Decision Support Tool (DST) by 10%.	IV.A.2.a. Increase the number of members who use DST to make informed choice of health plan based on access, quality and affordability. (Outcome)	_____	Number of users: 12,000 91% of respondents found it easy to use; 83% indicated information was helpful in selecting a plan	_____	_____

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V. PRACTICE SOUND BUSINESS PRINCIPLES AND FINANCIAL STEWARDSHIP											
V.A. Improve the value and efficiency of administrative services.	X		X	X	X	V.A.1. Implement survey and establish baseline to increase internal customer satisfaction.	V.A.1.a. Improved customer survey scores. (Outcome)	_____	_____	Target: Survey plan complete. Actual:	Target: Survey plan implemented. Actual:
V.B. Ensure the integrity of HCA eligibility and enrollment processes.	X		X	X	X	V.B.1. Achieve 90% eligibility accuracy rate.	V.B.1.a. Number of accurate eligibility reviews. (Output)	_____	_____	Target: Develop & implement Quality Assurance Program Actual::	_____
							V.B.1.b. Number of BH enrollees recertified at least annually. (Output)	_____	Target: Develop tracking system. Actual:: Monthly reporting available	Target: 100% Actual:	Target: 100% Actual:
							V.B.1.c. Percent accuracy as measured by internal audits. (Outcome).	_____	_____	_____	Sample internal control eligibility audit
V.C. Improve internal and external control processes and vendor oversight.	X		X	X	X	V.C.1. Conduct annual risk assessment and correct deficiencies within a year.	V.C.1.a. Number of deficiencies identified and corrected. (Output)	_____	Target: Design process for risk assessment. Established a timeline for annual risk assessment completions, to include: Design, approval, implementation, collection/analysis of results, reporting, follow-up, certification to OFM.	Target: Identify external input.	Target: Develop & implement Quality Assurance Program Actual:
						V.C.2. Ensure that vendors meet contracted performance standards.	V.C.2.a. Performance provisions included in all vendor contracts. (Output)	_____	Establishing guidelines for each contract manager to use to establish the performance measures that are appropriate for the specific contractor and contract.	Implement standards for contracts as they are renewed.	Implement standards for contracts as they are renewed.
						V.C.2.b. Percentage of vendors meeting contracted performance standards. (Outcome)	_____	_____	Implement standards	Standards monitored on 60% of contacts	

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V. PRACTICE SOUND BUSINESS PRINCIPLES AND FINANCIAL STEWARDSHIP											
	X		X	X	X	V.C.3. Prevent waste and abuse by monitoring and other actions.	V.C.3.a. Number of onsite audits conducted by TEAMonitor and CHS. (Output)	_____	_____	_____	100% audits complete
							V.C.3.b. Improvement of onsite audit scores for TEAMonitor by 5% annually. (Outcome)	_____	_____	_____	Report results into procurement Actual:
							V.C.3.c. Number of UMP fraud and abuse allegations investigated. (Output)	Actual: 100 investigations	Target: 50 investigations Actual: 48 providers reviewed or identified for monitoring.	Target: 50 investigations	Target: 50 investigations
							V.C.3.d. Number of UMP inappropriate billings investigated and recovered.	Target: 715 billings investigated Recover: \$1563 Identified: \$8187	Actual: Additional 714 billings investigated Recovered: \$3,190 Identified: \$9,531	Target: 750 billings investigated	Target:750 billings investigated
V.D. Fully comply with HIPAA, PBOR, and other privacy mandates.	X		X	X	X	V.D.1. Protect HCA's customers' privacy and health care rights.	V.D.1.a. HIPAA compliance. (Output)	_____	_____	_____	Privacy Rules: 4/2003 Transaction Rule: effective10/2003
							V.D.1.b. PBOR compliance. (Output)	In compliance 12/2001	_____	_____	_____

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VI. ATTRACT, DEVELOP, RETAIN AND REWARD A HIGH-PERFORMING WORKFORCE											
VI.A. Establish and incorporate core skill competency standards into expectations and evaluations.	X	X				VI.A.1. Complete 75% of performance evaluations on time.	VI.A.1.a. Percentage of performance evaluations completed on time. (Outcome)	Target: 75% Actual: 71%	Target: 75% Actual: 77%	Target: 75%	Target: 75%
						VI.A.2. Complete core competency assessments for 80% of HCA employees by August 2003.	VI.A.2.a. Percentage of core competency assessments completed by August 2003. (Outcome)	_____	_____	Target: complete 25%	Target: 50%
VI.B. Recruit, retain, and recognize, high-performing individuals and teams.	X	X				VI.B.1 75% of all employees demonstrate satisfactory performance competencies by June 2005.	VI.B.1.a. Percentage of employees that demonstrate satisfactory performance competencies by June 2005. (Outcome)	_____	_____	Begin competency evaluations.	Complete 25% of competency evaluations
						VI.B.2 Achieve an annual turnover rate of less than 5% for permanent employees who meet or exceed performance expectations.	VI.B.2.a. Percentage of annual turnover for permanent employees who meet or exceed performance expectations. (Outcome)	2.4% turnover rate	_____	_____	Target: 5% FY03
						VI.B.3 Recruit and maintain a diverse workforce.	VI.B.3.a. Diversity of HCA workforce (people of color, veterans and person with disabilities) as a percent of the total employee population. (Outcome)	Target: 34% Actual: 36%	Target 34% Actual: 35.5%	Target: 34%	Target: 34%
						VI.B.3 Achieve positive trends in employee satisfaction with recognition.	VI.B.4.a. Employee satisfaction with recognition. (Outcome)	_____	_____	_____	Conduct survey: Target rating of 4.02 or higher